LA TROBE UNIVERSITY
EXTERNAL PROGRAMS MANUAL –
PROJECT MANAGEMENT

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PURPOSE AND SCOPE OF THE MANUAL

Purpose

The reputation of La Trobe University and the requirements of both the Australian Government and the AVCC require that all external and off-shore programs:

- Comply with La Trobe University's Mission Statement and Strategic Plan.
- Comply with the AVCC Code of Ethical Practice in the Offshore Provision of Education and Educational Services by Australian Higher Education Institutions.
- Are thoroughly researched and fully planned.
- Are fully costed and do not draw on any DEST funding sources.
- Are thoroughly assessed from a risk management perspective.
- Are correctly approved and authorised by all required internal and external authorities and agencies.
- Are managed and protected by a thorough program monitoring and evaluation protocol.
- Ensure that La Trobe University programs delivered off-campus are of comparable quality to those delivered on La Trobe University on Victorian campuses.
- Comply with AUQA Guidelines and AVCC Codes and are consistent with ESOS requirements, even though the ESOS Act does not currently apply to offshore programs. However, the ESOS Act may apply to programs with offshore and onshore components.
- Comply with Australian Quality Framework Guidelines.

This **External Programs Manual (Project Management)** prescribes the way in which these requirements can be fully satisfied. It must be followed when establishing all external programs.

Scope

"External Program" is defined as meaning a program offered by La Trobe University not on a La Trobe campus, but for study elsewhere in Australia or internationally to students who will either from commencement or during the course of the program become La Trobe enrolled students.

For external programs to be offered within Australia, references in this manual to 'country' should be taken to include the Australian State or Territory in question. In most cases, the only additional requirements to be addressed will be the relevant State or Territory educational authorities in relation to ESOS compliance.

Student Exchange Agreements, Study Abroad Agreements and other similar non-commercial arrangements or other collaborations that do not involve students who will at some stage become La Trobe enrolled students, are not External Programs and are not covered by this Manual.

V*ariations*

Variations to the requirements of this Manual are possible.

Where Faculty or the Project proponent believe that an alternative to the prescribed requirements and practices contained in this Manual is appropriate they may propose alternatives. These alternatives must be proposed in writing and must be specifically approved by the PVCI before they may be applied in lieu of the requirements of this Manual.

Respective Roles and La Trobe University Internal Cost Recovery

Throughout the External Programs Manual (Project Management) references are made to Faculty or the Program Proponent as the initiator or advocate of a prospective external program.

The Legal Services and the office of the PVCI are also referred to either as being required to be consulted, required to approve, or available to assist with due diligence, business planning, required in-country approvals, etc. Where such services are needed or requested, cost recovery from Faculty or the external program will be required.

Review

Key stakeholders will be consulted in the development of the Manual. After it has been approved by the Committee for External Programs, the Academic Board and the University Council, existing external programs will be reviewed with a view to them conforming, as far as is practicable, with the requirements outlined in this Manual.

The Pro-Vice Chancellor (International) will conduct a review of the Manual after one year of operation. Thereafter the Manual will be reviewed every three years.

Academic Management

This **External Programs Manual (Project Management)** covers all aspects of project inception, negotiation, contracting, establishment and management of the University's external programs.

A companion Manual, the **External Programs Manual (Academic Management)** prescribes the way in which University requirements for academic policy and procedures must be addressed.

Resources
AVCC :
www.avcc.edu.au/policies_activities/international_relations/contact/hot_links.htm
ESOS Requirements: www.latrobe.edu.au/international/downloads/esos_guidelines.pdf
External Programs Manual (Academic Management) (in preparation)
La Trobe University Act, Statutes and Regulations: www.latrobe.edu.au/legalservices/
La Trobe University Strategic Plan : http://www.latrobe.edu.au/staff/docs/stratplan02-06.pdf

GLOSSARY, DEFINITIONS

Advanced Standing	A pre-existing and formally approved arrangement whereby a student is granted credit or exemption for specified units of study in an LTU course, subject to the attainment of pre-defined standards of academic achievement.
Agreed Standard	A clearly defined specification of quality and performance which is able to be quantified and verified.
Agreement/Contract	A formal, legally binding document that commits LTU and one or more Associates to certain roles, responsibilities and outcomes in respect of a Project. These can be used as interchangeable terms, but La Trobe University practice is to use Agreement.
Articulation	The arrangement of courses so that students have pathways that enable them to move through various levels of qualifications in an area of study. For example, offering a Diploma course that if successfully completed enables the student to move into a specified Degree course with one year of Advanced Standing.
Associate	A party external to La Trobe University – either an individual or organisation – with whom LTU has entered into a binding Agreement to deliver one or more external programs. This term is to be used rather than the conventional term "Partner" because of legal implications of the latter term.
Australian Universities Quality Agency	The national quality agency whose role is to audit all Australian universities, their programs, including off-shore activities, to ensure adequate standards of academic programs and academic and project management which do not risk Australia's reputation as a higher education provider of repute.
Comparable Quality	The term La Trobe uses as its way of linking the standard of external and on-campus programs, support services and related issues provided by LTU. This term enables regional, cultural and environmental differences – which will unavoidably have an influence on programs, program delivery and the educational experience of students – to be recognised.
Course	A course of study leading to the awarding of a certificate, diploma, degree or higher qualification from an institution accredited to award such qualifications.
Distance Education	The delivery of an academic program, course of study or related set of courses by remote methods and not face-to-face

teaching. Teaching and support may be provided by mail, internet, telephone, video-link, computer disks, videotape, CD-ROM, DVD or any combination of these.

Equivalence — The term AUQA uses to link the standard of offshore and onshore programs, support services and related issues provided by a university. LTU does not use this term.

External — Outside a La Trobe University campus and involving students who will become a La Trobe enrolled student.

International Student — A student who holds a student visa under the Migration Act.

La Trobe Enrolled Program — A program where responsibility for some or all aspects of the program, project management and academic management is shared with LTU's Associate(s).

La Trobe Enrolled Student — A student whose data are held on the LTU NewSIS database, who has an LTU student number and an LTU student card, who has access to the LTU library, and who has all of the rights, privileges and responsibilities attached thereto.

La Trobe Managed Program — An academic program where LTU assumes full responsibility for all aspects of the program, project management and academic management.

Mixed Mode — A combination of distance education and conventional face-to-face campus based teaching.

Offshore — Within a country other than Australia.

Onshore — Within Australia.

Partner — A term which due to its legal implications prevents it being used to refer to collaborating individuals or organisations in the context of this Manual. The Manual uses the term "Associate" as the acceptable alternative in referring to other parties involved in external programs.

Program — A course of study offered to students who will at some stage become enrolled students in an LTU award course.

Project — An activity with an Associate that will involve one or more external programs being offered in collaboration with that Associate.

Project Manager — The person who has overall responsibility for all aspects of the Project and program management, and is accountable for project performance and reporting. Responsibility for academic program management may be separately assigned.

Quality Assurance	The sum total of all policies, procedures, reviews and evaluation practices which confirm and verify that clearly defined standards of performance have been set, and achieved.
Twinning	A formal arrangement where the first year or more of an LTU course is taught at an Associate's premises, often by their staff, with the last year or two then taught at La Trobe.

STAGE 1: PROJECT INCEPTION

This Stage commences with the conception of a project idea and proceeds through market testing, initial feasibility, competitor and risk analysis and the preparation of a short-form Business Plan to include in a Proposal to present for approval to proceed to Stage 2: "Project Negotiation".

PROJECT OUTLINE

- Project overview – programs, pathways, target markets, facilities, projected enrolments, proposed fees, initial feasibility
- Alignment with La Trobe Strategy
- Any required Government approvals or support
- La Trobe approvals / support

APPROVAL to PROCEED

- Head of School(s)
- Dean(s)
- PVCI

ESTABLISH PROJECT FILES

MARKET and COMPETITOR ANALYSIS

RISK ANALYSIS

- Country risk
- Reputation risk
- Commercial risk

DUE DILIGENCE – PROPOSED ASSOCIATE

- Academic
- Legal
- Financial
- Reputation

PROPOSAL
including BUSINESS PLAN *LITE*

APPROVAL to PROCEED

- Head(s) of School, Dean(s)
- PVCI
- Academic Committee

MEMORANDUM OF UNDERSTANDING

1.1 Project Outline

Purpose

This requirement ensures that new project ideas are tested against the La Trobe University Strategy Plan and required government approvals, and an initial feasibility assessment is made, before significant resources are allocated to developing a full Proposal. The Project proponent must obtain appropriate internal approvals before further development work is done on a project idea, or any commitments are made to potential Associates, and have identified funding for any internal costs such as Legal Services advice and due diligence from PVCI.

Requirement

- A **Project Outline** must be prepared to obtain approval to proceed with the development of a full **Proposal**. The **Project Outline** must provide the following:

  - Project overview
  - Alignment with LTU Strategy, including LTU presence in the proposed city or country
  - Any required Government Approvals or Support
  - La Trobe University Approvals / Support

- The **Project Outline** must set out a concise description of the proposed project, including:

  - Program(s) to be delivered, including study and articulation pathways
  - Language of instruction
  - Level of customisation to existing programs required/new program development
  - Proposed Associate(s) and their responsibilities
  - Target markets – i.e. where will students come from
  - Projected enrolments – first 4 cohorts (minimum)
  - Proposed student fees – in local currency and A$
  - Initial estimates of the cost of program development and delivery
  - Initial estimates of revenue and costs for the first 3 years
  - Cities in which the programs will be delivered
  - Proposed teaching facilities
  - Proposed source(s) of teaching staff
  - Proposed program delivery methodology (e.g. 100% by Associate with credit transfer, part Associate and part LTU, 100% LTU delivery)

- The **Project Outline** must describe how the proposed project aligns with La Trobe University's Strategic Plan and how it will further the implementation of the university's Strategic Plan (and in particular its external market development focus.

- The need for formal approvals must be assessed. Approvals may be required from governments within the country(s) in which it is proposed to deliver the proposed program(s). In some countries formal approval is required from the relevant Ministry (Education or Higher Education) or a regulatory authority under the auspices of the Ministry or Government (e.g. a Higher Education Council or

Registry). The proposed project Associate should be aware of the requirements in their country.

- Appropriate inquiries (formal or informal) must be made to determine the approvals that may be required. These inquiries may be made in conjunction with the Associate, but must involve LTU staff to the extent required to verify the requirements and attitude of the relevant regulatory authorities. The PVCI is able to assist with making these inquiries and with information on the requirements in the countries that are the subject of this project proposal.

- The **Project Outline** must describe the approvals that will be required both within the Associate's jurisdiction and, if required, Australia; and the responses obtained to inquiries of relevant government authorities about the likelihood of obtaining the required approvals.

- Proposed Projects must be approved and supported within the university. Approvals will typically be required from:

  - All Schools that are expected to be involved in design and delivery of the proposed program(s).
  - Any School that is currently running similar programs in the target city or country, where there is the potential for "market confusion" or competition between LTU programs.
  - The PVCI.
  - The Committee for External Programs.
  - The Academic Committee.

- Formal approval from the CEP or Academic Committee is not required at this early stage, but an indication of possible support should be obtained from the Chairs of each.

- The **Project Outline** must describe the consultative process undertaken within LTU and the responses obtained.

Outcome

A **Project Outline** that includes:
- A project overview covering all required points
- A statement of how the proposed project aligns with LTU strategy
- Government approvals and support as required
- LTU approvals and support as required

SUBMIT FOR APPROVAL:	Head of School(s) to be involved in design/delivery Dean of relevant Faculty(s) Pro Vice-Chancellor (International) Academic Committee (or fast-track option)

CHECKLIST

1.1 Project Outline

Task or Outcome	Signature	Date
Programs Defined	______________	______________
Proposed Associate/s Defined	______________	______________
Target Market Defined	______________	______________
Projected Enrolments Defined	______________	______________
Proposed Student Fees Defined	______________	______________
Cost Estimates Defined	______________	______________
Revenue Estimates Defined	______________	______________
Cities for Delivery Defined	______________	______________
Proposed Teaching Facilities Defined	______________	______________
Proposed Sources of Teaching Staff Defined	______________	______________
Approval of Head of School/s	______________	______________
Approval of Dean of Faculty	______________	______________
Approval of PVC International	______________	______________
Approval of Chair of CEP (not mandatory)	______________	______________
Approval of Chair of Academic Committee (not mandatory)	______________	______________

1.2 Establishment of Project Files

Purpose

This requirement ensures that knowledge obtained in relation to an external market, a potential Associate and a possible project is captured and retained within La Trobe University. This will ensure that this knowledge is accessible both during development of this project, and to assist with future market and project development.

Requirement

- Paper and electronic files must be established for the proposed project in a manner that is consistent with LTU Records Services protocols (including document and data control).

- The responsibility for the management of project files must be clearly assigned.

- Protocols for the location of files and authorisation and access to files, must be defined.

Outcome

Project files properly established

Resources

Records Services Web Site: www.latrobe.edu.au/records/

CHECKLIST

1.2 Establishment of Project Files

Task or Outcome	Signature	Date
Location of Project Files Defined	____________________	____________________
Responsibilities for File Management Defined	____________________	____________________
Access Protocols Defined	____________________	____________________

1.3 Market and Competitor Analysis

Purpose

This requirement ensures that before proceeding with further development of a proposal LTU has a clear understanding of the market in which the project will operate. This will include an understanding of demographic trends, higher education enrolment rates, development of the higher education system, current and prospective competition, competitor fees and market price sensitivity.

Requirement

- Market analysis of the proposed programs must be undertaken within the target cities and their countries and regions. At a minimum this must include:

  For undergraduate programs

  - Projected number of high-school graduates from schools in the relevant country(s) for each year of the project. If the project is also targeting countries other than those in which the programs will be delivered, obtain data on the number of high school graduates from those countries, and any restrictions on the number of places to be offered to students from other countries.
  - Number of undergraduate places offered by public post-secondary institutions, by institution.
  - Number of undergraduate places offered by private post-secondary institutions, by institution.
  - Number of undergraduate places offered in-country by foreign post-secondary institutions, by institution (this data may be more difficult to obtain – a total for all institutions is acceptable).
  - Number of high school graduates who choose to pursue undergraduate study in another country.
  - Gap analysis – i.e. the gap between available undergraduate places in-country and the number of students seeking places, that is, a statement of excess demand.
  - Trend analysis – including commentary on the development of higher education in the target country or region, population and demographic trends, economic and regional development and geo-political trends impacting on students' study options and preferences.

  For postgraduate programs

  - Projected number of university graduates from institutions in the relevant country(s) for each year of the project. If the project is also targeting countries other than those in which the programs will be delivered, obtain data on the number of university graduates from those countries.
  - Number of postgraduate places offered by public institutions, by institution.
  - Number of postgraduate places offered by private institutions, by institution.
  - Number of postgraduate places offered in-country by foreign institutions, by institution.
  - Number of university graduates who choose to pursue postgraduate study in another country.

- Gap analysis – i.e. the gap between available postgraduate places in-country and the number of students seeking places.
- Trend analysis – including commentary on the development of postgraduate education in the target country or region within that country.

- Identification and assessment of competitor programs within the target cities and their countries and regions must also be undertaken. If this analysis is not undertaken by LTU, it must be provided in a written format and referred to the PVCI for review and verification. A previous analysis relevant to a similar program in the same location may be submitted to the PCVI for review and verification. At a minimum this analysis must include:

  - Identification of the key competitor programs at public, private and foreign institutions.
  - Description of the programs that they offer that are seen as competing with the proposed LTU offer - including study and articulation pathways and exit points (e.g. Certificates, Diplomas, Degrees) and specific identification of those programs where an Australian, US, UK, Canadian or other western university Award can be obtained by study in-country.
  - Enrolments in competing programs, and key enrolment trends.
  - The program structure, study modes and study timetable for competing programs.
  - The fees charged for competing programs – in local currency and in A$.
  - An assessment of price sensitivity and the capacity to pay within the prospective market. This must include government constraints on pricing and fees.
  - Qualitative analysis – how competing programs are viewed in the market and by the government (e.g. the Ministry of Education). Indicate the basis of this analysis. It would normally include interviews with key government officials, human resource managers of major employers (public and private sectors) and Australian consular representatives.

Outcome

Market analysis report
Competitor analysis report

CHECKLIST

1.3 Market and Competitor Analysis

Task or Outcome	Signature	Date
Projected Total Prospective Student Market Defined	________________	________________
Available Places in Local Public Institutions Defined	________________	________________
Available Places in Local Private Institutions Defined	________________	________________
Available Places in Local Foreign Institutions Defined	________________	________________
Gap Analysis of Available Places and Unmet Demand Defined	________________	________________
Trend Analysis Defined	________________	________________
Competitor Programs Defined	________________	________________

1.4 Risk Analysis

Purpose

This requirement ensures that the potential risks to which LTU may be exposed if it undertakes the proposed project have been identified, assessed and considered.

Requirement

- The potential risks for LTU if it undertakes the proposed project must be identified, assessed and rated. Risks that must be assessed include:

  - ***Country risk***, including security, government stability, the state of the economy or external threats.
  - ***Reputation risk***, which may arise from selecting an inappropriate Associate, high failure rates due to inappropriate programs for the particular country, inability to maintain appropriate quality control and standards, theft or loss of control of intellectual property or inability to deliver on what is to be promised.
  - ***Commercial risk***, which may arise from selecting an inappropriate Associate, providing inappropriate programs for the particular country/students, underestimating the cost of set-up and delivery, difficulties in getting funds out of a particular country, currency fluctuations, difficulties prosecuting LTU's rights within a country and difficulties imposed by local government regulations, e.g., investment requirements, restrictions on conferring an award in-country, etc.
  - ***Legal risk***, which may include the strength of the in-country legal system, the ability to enforce agreements and the availability and strength of criminal penalties.

- Identified risks must be rated as "High", "Medium" or "Low" both in terms of their *probability* and *criticality of (potential) impact* on LTU.

- Strategies that can be deployed to mitigate high and medium risks must be indicated.

Outcome

Risk analysis report

Resources

University Insurance Office: www.latrobe.edu.au/insurance/

CHECKLIST

1.4 Risk Analysis

Task or Outcome	Signature	Date
Country Risk Defined	____________________	____________________
Reputation Risk Defined	____________________	____________________
Commercial Risk Defined	____________________	____________________
Legal Risk Defined	____________________	____________________
Likelihood and Impact of Risk Defined	____________________	____________________
Mitigation and Management Strategies Defined	____________________	____________________

1.5 Due Diligence – Proposed Associate

Purpose

This requirement seeks to ensure that LTU does not enter into projects with inappropriate Associates. It is, necessarily, a value judgment to be made against a set of criteria having obtained whatever information is available. The PVCI can assist with undertaking due diligence exercises.

Requirement

- The proposed Associate's academic standards and standing, legal status, financial standing and reputation generally must be checked, to determine whether it is an appropriate Associate for LTU.

- A "due diligence" exercise must cover the following key areas:

    - ***Academic*** - academic reputation and standing, both in-country, within the region and internationally. This will include compliance with the requirements of the relevant Ministry.
    - ***Legal*** - legal status (preferably an incorporated or government entity) and compliance with the laws of the country (including corporate and tax laws), relevant insurances and copies of approvals, etc.
    - ***Financial*** - financial strength and stability, including a Balance Sheet analysis.
    - ***Reputation*** - reputation within the country and the region with governments, regulators and major employers.
    - ***Facilities*** – the suitability of proposed facilities and assets for the purpose of the project.
    - ***Guarantees*** – establish whether a guarantee should be required and will be obtained from a related entity of the Associate in circumstances where the Associate is not the parent entity.

- The External Programs Manual (Associates) must be provided to the prospective Associate, and the need to implement LTU policy regarding due diligence fully explained.

- The proposed Associate's written consent to LTU undertaking due diligence must be obtained prior to initiating any formal enquiries.

- Enquiries will typically be made with the prospective Associates bank, accountant and lawyer; with the relevant country's taxation authorities; with the government departments or agencies that have relevant accreditation or licensing roles; and with officers of Australian Education International (AEI), Austrade or the Australian consulate or embassy in the Associate's country.

A **Due Diligence Checklist** is to be used.

Outcome

Completed Due Diligence Checklist

CHECKLIST

1.5 Due Diligence – Proposed Associate

Task or Outcome	Signature	Date
External Programs Manual (Associates) Provided to Associate	________________	________________
Associate's Consent for Due Diligence Obtained	________________	________________
Academic Reputation Verified	________________	________________
Legal Status Confirmed	________________	________________
Financial Soundness Confirmed	________________	________________
Need for Guarantee established	________________	________________
Reputation Confirmed	________________	________________
Suitability of Proposed Facilities Confirmed	________________	________________

1.6 Business Plan *Lite*

Purpose

This requirement ensures that before further effort and resources are allocated to development of the Project and discussions or negotiations with Associates, the feasibility of the Project has been assessed (both in academic and commercial terms). The PVCI can assist with this requirement.

Requirement

- A short-form Business Plan - **Business Plan *Lite*** – must be prepared, using the format provided. As the name suggests, **Business Plan *Lite*** is not a fully detailed business plan, but provides initial financial estimates, including:

    - Student numbers, fees per unit/course/program, and projected revenue.
    - Commissions and management fees payable to Associate or agents.
    - The role of the Associate(s) and the role of LTU's departments, schools, faculties, administration and support services.
    - Program development, set-up and approval/licensing costs.
    - Staff required – teaching and administrative, local or expatriate - and their costs, including salary, related costs, travel, accommodation and per diems.
    - Infrastructure requirements (facilities, furniture, equipment) and cost.
    - Teaching materials required and cost.
    - LTU resources required to support the program development and delivery, and the cost of these resources (including the cost of hiring additional staff to cover LTU staff who it is proposed will work on this project).
    - Any required LTU or Faculty levies for external programs.
    - The cost of legal fees, due diligence enquiries and similar services incurred within LTU by the Legal Services and the office of the PVCI.

- **Business Plan *Lite*** must form part of the Project Proposal.

Outcome

Business Plan *Lite*

Resources
Business Procedures Manual

TEMPLATE – BUSINESS PLAN *LITE*

Project Title:
Program / Course to be Offered: (prepare a Business Plan *Lite* for each)
Delivery Responsibilities & Mode: (LTU & Associate responsibilities, mode)
LTU Schools / Departments Involved:
Project Associates:
Countries / cities involved:

PROJECTED REVENUE		*(Note: all figures in $A)*		
		Year 1	**Year 2**	**Year 3**
Student intake Y1				
Student intake Y2				
Student intake Y3				
Total Students				
Tuition fee p.a. ($A)				
TOTAL INCOME				

COSTS				
Set-up Costs				
Due diligence costs				
Legal costs				
Travel & related costs				
Curriculum development				
Other set-up costs				
Fees & Charges				
Associate's fees/commission				
License/registration fees				
LTU charge/levy				
Faculty charge/levy				
Delivery Costs				
LTU Lecturers *No.*				
LTU Tutors *No.*				
Local Lecturers *No.*				
Local Tutors *No.*				
Travel & related costs				
Teaching materials & texts				
Equipment/facilities costs				
Assessment/examination costs				
Administration/QA costs				
Other costs				
TOTAL COSTS				
PROJECTED PROFIT				

CHECKLIST

1.6 Business Plan *Lite*

Task or Outcome	Signature	Date
Completion of Business Plan Lite	____________________	____________________

1.7 Project Proposal

Purpose

This requirement is the final step in Stage 1, and ensures that the outputs of the work done to date are combined into a Proposal that is presented to the relevant LTU individuals and committees for approval to proceed to Stage 2 (Project Negotiations). Relevant parts of the Proposal (such as **Business Plan *Lite***) may need to have been presented to and agreed by the proposed Associate.

Requirement

- The outputs of Stage 1 must be combined into a Proposal. This Proposal will include:

  - Project overview covering all required points
  - Statement of how the proposed project aligns with LTU strategy
  - In-country government approvals and support required / obtained
  - LTU approvals and support required / obtained
  - Market analysis
  - Competitor analysis
  - Risk analysis
  - Due diligence report
  - Business Plan *Lite*
  - Request for approval to proceed

- The **Proposal** must include the name of the LTU person who will manage the project through to project commissioning stage (Stage 4).

Outcome

Proposal

SUBMIT FOR APPROVAL:	Head of School(s) to be involved in design/delivery Deans of relevant Faculties Pro Vice-Chancellor (International) Vice-Chancellor

Note:
A **Memorandum of Understanding** (MOU) may be signed with the proposed Associate following this approval modelled on the format provided by Legal Services. An MOU does NOT commit La Trobe University to proceed with the proposed project. It is a preliminary collaboration document which sets a framework for future agreements to be entered into by the parties - subject to further work and appropriate approvals. The MOU must be consistent with the Proposal submitted and the approvals obtained to this point, and the wording approved by Legal Services.

Resources
Legal Services: www.latrobe.edu.au/legalservices/

CHECKLIST

1.7 Project Proposal

Task or Outcome	Signature	Date
Project Overview Completed	____________________	____________________
Alignment with LTU Strategy Confirmed	____________________	____________________
In-Country Government Approvals/ Support Obtained	____________________	____________________
LTU Approvals/Support Obtained	____________________	____________________
Market Analysis Completed	____________________	____________________
Competitor Analysis Completed	____________________	____________________
Risk Analysis Completed	____________________	____________________
Due Diligence Completed	____________________	____________________
Business Plan *Lite* Completed	____________________	____________________
Project Manager Nominated	____________________	____________________
Approval to Proceed Obtained:		
- Head of School/s	____________________	____________________
- Dean of Faculty	____________________	____________________
- PVC International	____________________	____________________
- Vice Chancellor/University Secretary	____________________	____________________
MOU Signed (not mandatory)	____________________	____________________

STAGE 2: PROJECT NEGOTIATION

This Stage involves the negotiating process to reach agreement with the project Associate(s) on the key points to be included in a legally binding agreement (which is drafted, negotiated and finalised in Stage 3); and a Business Plan for the project.

APPOINT THE NEGOTIATING TEAM

APPROVAL to PROCEED

- Head of School
- Dean
- PVCI

CONFIRM PROJECT DESIGN
with LTU School(s), Faculty and Associate(s)

CONSULT ON KEY ISSUES

- Jurisdiction
- I.P. rights and protection
- Deal structure
- Financial arrangements
- Legal, taxation and compliance issues
- Quality control
- Risk management and insurance
- “Conditions Precedent”
- Termination

LTU Legal Services

LTU Finance Office

PVCI

NEGOTIATE BUSINESS PLAN
AND
KEY POINTS OF AGREEMENT

APPROVAL to PROCEED

- Head(s) of School
- Dean(s)
- PVCI

2.1 Negotiating Team

Purpose

This requirement ensures that an appropriate individual or team is formally appointed to negotiate a proposed Project. The Negotiating Team may be differently constituted from the team that will commission and deliver the Project. For major Projects it is expected that a senior member of Faculty or University administrative staff, or of the PVCI would normally be a member of the Negotiating Team.

Requirement

- An individual or team to negotiate the Project on behalf of LTU must be appointed.
- Approval for the proposed appointments must be obtained from the Pro Vice-Chancellor (International), who will consult with the relevant Heads of School and Deans, and with University management, as necessary.
- Written letters of introduction and authorisation for the appointed individual or team may be required (by the proposed partner or government authorities). This will be provided by the PVCI on request.

Outcome

Negotiating team appointed and authorised.

CHECKLIST

2.1 Negotiating Team

Task or Outcome	Signature	Date
Negotiation Team Membership Proposed	______________	______________
Approval of PVC International Obtained	______________	______________
Letters of Introduction and Authorisation Prepared	______________	______________

2.2 Confirmation of Project Design

Purpose

This requirement ensures that before formal project negotiations commence the negotiating team is clear on the project and program design and delivery commitments that have been agreed by the relevant LTU School(s), Faculty(s) and the PVCI.

Requirement

Before commencing formal negotiations the negotiating team must confirm LTU's position on the following:

- The project and program design and delivery methodology
- The language of instruction
- The fees to be charged to students
- The fees to be paid/retained by the Associate
- The fees to be paid to LTU, their calculation and the timing of payments
- Costs to be reimbursed to LTU, the basis of reimbursement and timing
- The resources required, and which will be provided by LTU and which by the Associate
- Minimum staffing requirements, in terms of numbers and qualifications
- LTU's position regarding intellectual property, both I.P. provided to the project and I.P. developed within the project
- LTU's position regarding program branding, the use of LTU's logo, and approval protocols
- The project timetable and milestones
- Key operational management and quality control approaches
- The ongoing monitoring and review processes

Outcome

A briefing paper summarizing LTU's position on the project design and delivery requirements and the obligations of the parties.

CHECKLIST

2.2 Confirmation of Project Design

Task or Outcome	Signature	Date
Project Design and Delivery Methodology Defined	__________________	__________________
Student Fees Proposed	__________________	__________________
Fees to be Retained by Associate Defined	__________________	__________________
Fees to LTU Defined	__________________	__________________
Costs to be Reimbursed to LTU Defined	__________________	__________________
Resources to be Provided by LTU Defined	__________________	__________________
Staffing Levels Defined	__________________	__________________
IP Issues Defined	__________________	__________________
Branding and Use of LTU Logo Defined	__________________	__________________
Project Timetable Produced	__________________	__________________
Operational Management and Quality Control Defined	__________________	__________________
Monitoring and Review Processes Defined	__________________	__________________

2.3 Consultation on Key Issues

Purpose

This requirement will ensure that the negotiating team is clear on the structure and key components required in an LTU external program contract before commencing negotiations.

Requirement

Before commencing formal negotiations the negotiating team must consult with the Legal Services, Finance and PVCI offices to ensure that the team understands LTU's position on key contractual issues including:

- Enquiries might need to be made in-country regarding Conditions Precedent issues. The PVCI can advise.
- Jurisdiction of agreement and dispute resolution
- Intellectual Property rights and protection
- Deal structure - e.g. joint venture, license, franchise
- Term of contract and termination rights
- Currency of contract
- Allocation and payment of set-up and operating costs
- Fee billing, collection and payment arrangements
- Corporate law, taxation and other compliance issues
- Quality control arrangements
- Risk management strategies, including insurances and indemnities and dispute resolution processes
- "Conditions Precedent" such as obtaining government approvals and program registration (if and where required, both in-country and in Australia)

Outcome

A briefing paper summarizing LTU's position on key contractual issues prepared by the head of the negotiating team.

CHECKLIST

2.3 Consultation on Key Issues

Task or Outcome	Signature	Date
Legal Services, Finance Branch and PVC International Consulted	____________________	____________________
Briefing Paper for the Negotiating Team Prepared	____________________	____________________

2.4 Negotiation of Business Plan and Points of Agreement

Purpose

This requirement will ensure that:

- All key aspects of the project are discussed and resolved;
- The agreement between the parties will reflect the rights and obligations that LTU has agreed to; and
- There is a comprehensive Business Plan prepared.

The PVCI and Finance Office can assist with the development of Business Plans.

Requirement

The LTU Negotiating Team must negotiate with the Associate(s) to:

- Address the key issues listed at section 2.3 above.
- Ensure that there is absolute clarity of each party's role, responsibilities and obligations – academic, legal, financial and regulatory.
- Develop and agree upon an appropriate exit strategy for each party.
- Develop a full Business Plan.
- Document the key points of agreement as the basis for the contracting of the project (Stage 3).

Notes:

- A Business Plan pro-forma is attached as Appendix 1.
- Minutes of negotiation meetings must be kept.
- **The negotiating team cannot, in any circumstances, negotiate arrangements that are outside the current LTU academic, legal and financial standards, policies or procedures. Any proposed variations (including any required to comply with local laws) require the prior written approval of the Academic Board or the Vice-Chancellor.**

Outcome

Business Plan
List of key points of agreement

SUBMIT FOR APPROVAL:	Head(s) of School(s) to be involved in design and/or delivery Deans of relevant Faculties Pro Vice-Chancellor (International)

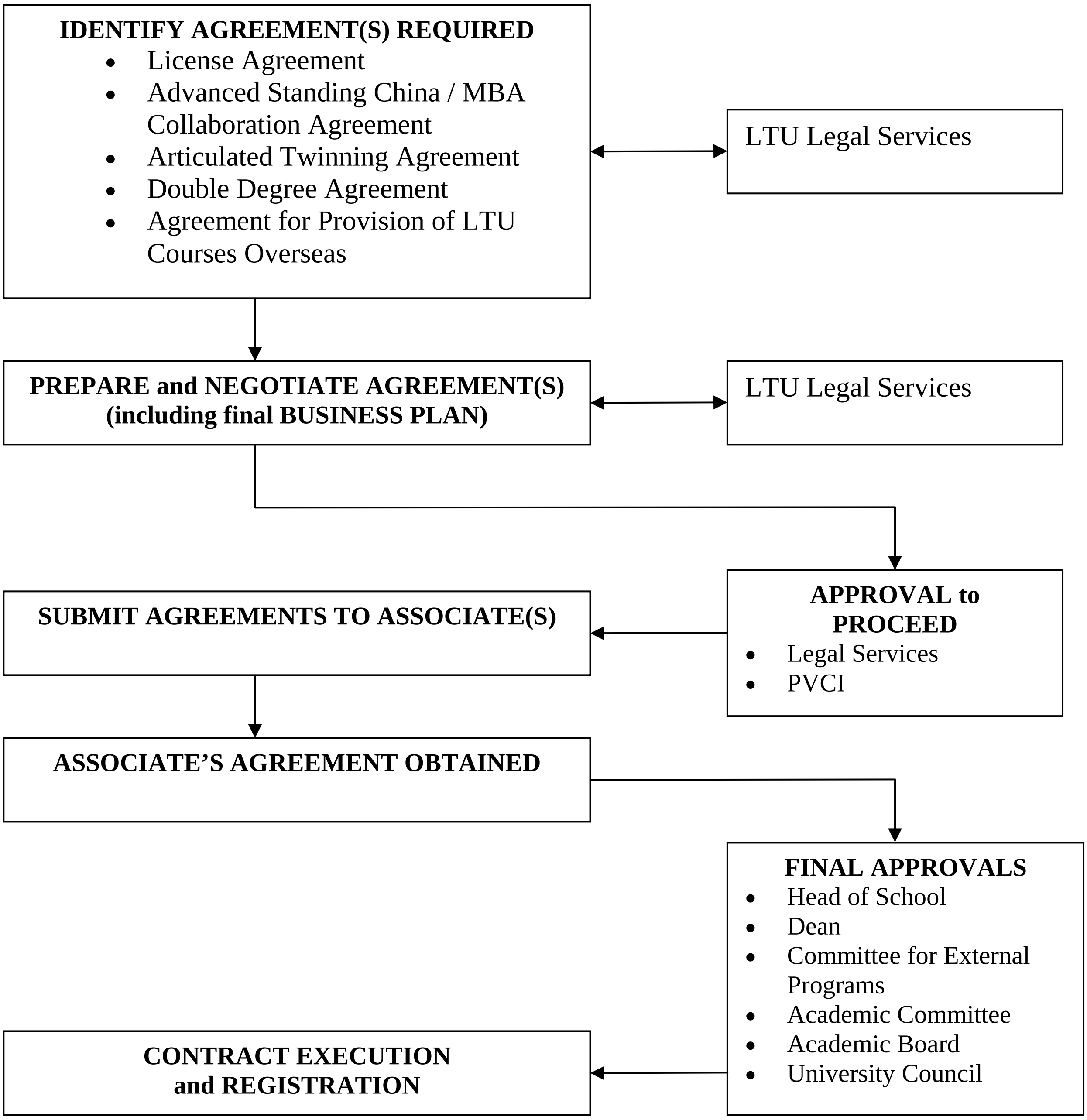
CHECKLIST

2.4 Negotiation of Business Plan and Points of Agreement

Task or Outcome	Signature	Date
Key Points of Agreement Identified	___________________	___________________
Business Plan Developed	___________________	___________________
Full Records of Negotiation Meetings Prepared	___________________	___________________

STAGE 3: PROJECT CONTRACTING

Stage 3 involves the contracting of the project through to formal signing and registration.



3.1 Identification of Required Agreements

Purpose

LTU has standard agreements for contracting projects. This requirement ensures that the correct agreement is identified and used for this project, and is prepared by LTU Legal Services.

Requirement

LTU Legal Services and the PVCI must be consulted on the appropriate agreements to be used to contract the project. Options are:

<u>License Agreement for Provision of La Trobe University Courses</u>

This Agreement is used where LTU licenses a third party to provide a particular course or courses. LTU sets operating standards, usually provides some course materials and must ensure quality control but is <u>not</u> involved in teaching any part of the course.

<u>Advanced Standing China Agreement and MBA Collaboration Agreement</u>

These agreements are used together where students enrolled in a Chinese University who complete a Post Graduate Certificate receive advanced standing if they subsequently enrol in the LTU MBA program. The other party under the MBA Collaboration Agreement arranges for cohorts of students to undertake the Post Graduate Certificate at the Chinese University and then enrol in the LTU MBA program.

<u>Articulated Twinning Agreement</u>

This Agreement is used where another institution in conjunction with LTU offers an articulated twinning program leading to the award of an LTU degree.

<u>Double Degree Agreement</u>

This Agreement is used where LTU and another institution have established a double degree program that enables students enrolled in the program to receive a degree both from LTU and the overseas institution if they complete the program. The program involves students studying both in other countries and in Australia.

<u>Agreement for Provision of La Trobe University Courses Overseas</u>

This Agreement is used where LTU itself delivers a program wholly or partially in another country and the other party merely provides assistance in relation to marketing, facilities etc.

Outcome

Agreement(s) for contracting the project are drafted and approved by LTU Legal Services. Agreements are not amended without the approval of LTU Legal Services.

CHECKLIST

3.1 Identification of Required Agreements

Task or Outcome	Signature	Date
LTU Legal Services and PVCI Consulted	____________________	____________________
Correct LTU Agreement Identified	____________________	____________________

3.2 Preparation and Negotiation of Agreements

Purpose

This requirement ensures that Agreements are appropriately drafted by LTU Legal Services and negotiated with the Associate(s).

Requirement

- The agreement(s) selected at step 3.1 must be completed by LTU Legal Services to reflect as far as is possible (and is still relevant) what was agreed during the Stage 2 negotiations.
- LTU Legal Services, the PVCI and relevant Faculty Office must be consulted, as appropriate, if there are any changes proposed during contract negotiations.
- Approval must be obtained from LTU Legal Services and the PVCI for the final wording of all Agreement(s) before submitting them to the partner for their consideration and agreement. In some countries formal approval is required from the relevant Ministry (Education or Higher Education) or a regulatory authority under the auspices of the Ministry or Government (e.g. a Higher Education Council or Registry).

Outcome

Draft Agreement(s) approved by LTU Legal Services and PVCI.

SUBMIT FOR APPROVAL:	Legal Services Pro Vice-Chancellor (International)

CHECKLIST

3.2 Preparation and Negotiation of Agreements

Task or Outcome	Signature	Date
Agreement Drafted	____________________	____________________
Legal Services and PVCI Consulted	____________________	____________________
Legal Services and PVCI Approval Confirmed	____________________	____________________
Ministry Approval Obtained (where required)	____________________	____________________

3.3 Contract Approvals, Execution and Registration

Purpose

This requirement ensures that Agreements are approved, executed and registered in accordance with LTU policies and procedures and all applicable government policy and regulations.

Requirement

- The final Agreement(s) (including Business Plan) – in a form approved by LTU Legal Services - must be submitted for the required LTU approvals, as follows:

  - Head(s) of School(s), Deans
  - Committee for External Programs
  - Academic Committee, Academic Board
  - University Council

- All Agreements must be signed by the Vice Chancellor or University Secretary.

- Once signed by both parties, executed Agreements may need to be stamped and registered, as required, in the Associate's country and/or in Australia.

Outcome

Executed Agreements signed by the Vice Chancellor or University Secretary and properly registered

CHECKLIST

3.3 Contract Approvals, Execution and Registration

Task or Outcome	Signature	Date
Approval of Agreement:		
- Head of School/s	____________	____________
- Dean of Faculty	____________	____________
- Committee for External Programs	____________	____________
- Academic Committee/ Academic Board	____________	____________
- University Council	____________	____________
Vice Chancellor/University Secretary Signature Obtained	____________	____________
Associate/s Signature Obtained	____________	____________
Agreement Registered (as necessary)	____________	____________

STAGE 4: PROJECT COMMISSIONING

This Stage covers the formation, appointment and mobilisation of a Project Team; the establishment of building, facilities and infrastructure; the set-up of management and administrative systems, and approval for the project to start.

Appointment and approval of LTU Project Team
- Dean
- PVCI

↓

Recruit Project Staff:
- In-country and internationally
- Within LTU

↓

Project induction

↓

Mobilise staff

↓

Facilities specification and set-up

↓

Insurances and Maintenance Agreements

↓

Building approvals and Licenses to operate

↓

Set-up management and administrative systems

↓

Marketing strategy and materials design

4.1 Appointment and Approval of the LTU Project Team

Purpose

This requirement ensures that all key project roles to be filled by LTU staff (existing or to be employed) are fully identified, the particular skill needs of these roles are assessed, staff are identified who are competent to fill these roles, and their availability to participate and approval to participate is confirmed within Faculty.

Requirement

- An organisation chart must be developed which defines all roles, authorities and reporting relationships within the project. This is a requirement for all LTU roles as well as all roles undertaken by project Associates or other external groups.
- Individuals as well as committees or agencies must be identified.
- Position Descriptions for individual positions, terms of reference for committees, and authorities of agencies must be developed. Any Key Performance Indicators must be defined.
- Salaries, allowances, fractional appointments and any other entitlements associated with all positions, committees or agencies must be nominated.
- Contracted positions must identify any exit costs prior to completion of the contract.
- Staffing documentation for any new appointments of LTU staff must be submitted for Faculty or University approval. This might require initial School approval and recommendation to Faculty.
- The availability of all nominated staff to participate in the project must be confirmed.

Outcome

A full organisation chart
Position descriptions
Committee Terms of Reference
Costing of staff positions and required committees and agencies
Confirmation of staff availability
Faculty or University approval

Resources

Legal Services: www.latrobe.edu.au/legalservices/
Personnel Policy and Procedures Manual: www.latrobe.edu.au/hr/manual/

CHECKLIST

4.1 Appointment and Approval of the LTU Project Team

Task or Outcome	Signature	Date
Organisation Chart Completed	________________	________________
Position Descriptions for all Roles Completed	________________	________________
Terms of Reference for Committees Defined	________________	________________
Proposal for Appointment of Staff Approved	________________	________________

4.2 Recruitment of Project Staff In-Country, Internationally, LTU

Purpose

This requirement ensures that the need for any additional staff is identified, the skills requirements for their roles are fully assessed, the most competent staff for the needed roles are hired and employment arrangements confirmed. All costs associated with the hiring of staff and their salaries can then be included in project costing and budgeting.

Requirement

- The Project Organisation Chart must identify all roles for which staff will need to be recruited. These may be teaching staff, administrative staff or other technical staff who may be employed by LTU or by the Associate.
- The employer of any recruited staff must be clearly defined.
- For each role there must be a position description, with salary, terms and conditions clearly defined.
- LTU's HR Policy and EBA prescribe terms and conditions of appointment for LTU employees. Any proposal to depart from standard terms and conditions must be clearly stated and justified, and approved before implementation.
- The Associate is likely to have terms and conditions that apply to their employees.
- The proposed method of recruitment must be stated. The use of hiring agencies must be fully costed, and guarantees of suitable appointments, fee refund policy etc. sought from the agency.
- Contracts must be used for all appointments, with probationary periods and a formal review of performance at the end of the first three months – for all project staff
- Exit provisions for appointments which may require termination before the expected expiry of the contract must be fully detailed in the contract.
- Visa issues and work permit approvals must be fully assessed and complied with.
- Selection interviews must be structured against clear selection criteria, notes of interviews kept, referees checked, qualifications checked, and all related documentation located in the project files.

Outcome

Position descriptions for all vacancies
Selection by competitive assessment
Checks of qualifications and referees
Contracts of employment
Clear exit arrangements
Confirmation of visa and work permit issues
Full records of the appointment process

CHECKLIST

4.2 Recruitment of Project Staff In-Country, Internationally, LTU

Task or Outcome	Signature	Date
Project Organisation Chart Completed	________________	________________
Position Description for All Staff Positions	________________	________________
Employer of Staff Clearly Identified	________________	________________
Proposed Method of Recruitment Defined	________________	________________
Contacts for All Positions Prepared	________________	________________
Exit Arrangements Defined	________________	________________
Visa and Work Permits Obtained	________________	________________
Records of Selection Processes Filed	________________	________________

4.3 Project Induction

Purpose

This requirement ensures that all staff who will be involved with the project are fully briefed regarding the project and their roles within it, and that any areas of uncertainty are identified and adequately addressed.

Requirement

- A Project Induction Meeting must be scheduled, at which all project staff must attend. More than one meeting might be required.

- The Project must be fully outlined by the Project Manager and the organisation chart and roles of all parties fully explained. The Business Plan should be presented unless there are commercial or other reasons to warrant not revealing this to all staff.

- The risk analysis and risk management practices developed for the project must be explained.

- All required routine monitoring, reporting, evaluation and compliance requirements must be explained.

- Full opportunities for discussion of any aspect of the project must be provided, and the need for any further information or further briefings identified.

- Records must be kept of the dates/s of Project Induction Meetings, attendees, the issues covered and any areas which still require attention.

- Any subsequent Project Induction Meetings must be similarly recorded.

- A similar process must be followed for non-LTU staff who are recruited for the project.

Outcome

Adequate records of Project Induction Meetings
Notes of any issues requiring further explanation or attention
Evidence that these were satisfactorily addressed

CHECKLIST

4.3 Project Induction

Task or Outcome	Signature	Date
Project Induction Meeting Held	____________________	____________________
Records of Induction Meeting, Issues Addressed and Attendees Filed	____________________	____________________

4.4 Mobilise Staff

Purpose

This requirement ensures that all project staff who will be required to relocate or undertake periodic visits as part of the project are adequately prepared and supported, that travel and accommodation arrangements are well planned and managed, and that travel and accommodation arrangements are in accordance with University Policy. These staff will be both long term staff and those who will be making short visits.

Requirement

- The need for any staff training and induction to prepare them for their role within the project must be fully identified. This will typically be required to address local and cultural issues and customs, any issues or incidents which might be reasonably expected to be encountered within the project, and the incident reporting or communication practices which should be followed by staff if required.

- Operational issues relating to similar past projects, matters relating to project Associates, or other projects undertaken in the country or region, might also be relevant issues to address in training and induction.

- Training and induction must be provided in accordance with a clearly planned program, and by someone competent to provide the training.

- Any need for further training or induction must be assessed and recorded for later attention.

- Records of the dates of training or induction, attendees, presenters and issues covered by training and induction must be kept.

- The University's policy for choice of airline, class of travel, standard of accommodation, expense claims and per diem entitlements, time-off-in-lieu for weekend work or other non-standard hours must be fully identified and provided in written format to all staff who will require relocation. Any agreed variations, additions or changes to standard University policy must be proposed in writing, formally approved by Faculty or University management, and recorded in documentation.

- Any other matters relating to terms and conditions of employment and in-country arrangements must be in accordance with University policy. Any agreed variations, additions or changes to standard University policy must be proposed in writing, formally approved by Faculty or University management, and recorded in documentation.

- Staff understanding and agreement to proposed travel and accommodation arrangements must be obtained in writing.

Outcome

Adequate briefing and preparation of all staff required to relocate or visit as part of the project and records of this
Travel, accommodation and terms and conditions of employment arrangements in accordance with University policy
Clarity and records regarding all arrangements, and of any approved changes to University policy or any other matters relating to terms and conditions of employment

CHECKLIST

4.4 Mobilise Staff

Task or Outcome	Signature	Date
Training and Induction Needs Identified	____________________	____________________
Training and Induction Provided	____________________	____________________
Records of Training and Induction Filed	____________________	____________________
Variations to LTU Policy Regarding Travel, Accommodation and Terms and Conditions Approved and Recorded	____________________	____________________
Staff Agreement to Travel, Accommodation and Terms and Conditions Obtained	____________________	____________________

4.5 Facilities Specification and Set-up

Purpose

This requirement will ensure that the needs of the project for buildings, equipment and other infrastructure are fully identified, specifications are set, and that procurement practices satisfactorily deliver assets and infrastructure capable of fully supporting the project

Requirement

- Teaching space needs must be clearly defined. This must include all teaching space, library space and laboratory space.

- University and Australian standards regarding occupancy levels, OH&S and other environmental factors must be considered and where possible comparable standards achieved.

- All equipment and other technical needs for teaching purposes must be fully defined. This must include audiovisual equipment, screens, blackboards and whiteboards, computer laboratories, copiers and printers, and furniture. Exact specifications or performance standards will be required to be set for some of these items. Refer to the EPM (Academic Management) to ensure compliance with this requirement.

- Computing and IT needs for administration and management purposes must be clearly defined.

- All other equipment and technical needs for administration purposes must be fully defined. This must include telephones and other communications equipment, number of lines or handsets, number of computers, number of fax machines, printers and copiers, conference equipment, and office furniture. Exact specifications or performance standards will be required to be set for some of these items.

- Proposed buildings and facilities must be formally assessed against the specifications defined in the above steps. Any shortfall or inability to meet the specification must be identified and recorded.

- Confirmation of the suitability of buildings and facilities must be formally recorded by the project manager.

Outcome

Clearly defined space needs
Clearly defined equipment and infrastructure needs, specifications and performance requirements
Confirmation of the suitability of proposed buildings and facilities

CHECKLIST

4.5 Facilities Specification and Set-up

Task or Outcome	Signature	Date
Building and Teaching Space Needs Defined	__________________	__________________
Equipment and Technical Needs Defined	__________________	__________________
Buildings and Facilities Assessed	__________________	__________________
Adequacy of Buildings and Facilities Confirmed	__________________	__________________
Records Filed	__________________	__________________

4.6 Insurances and Asset Maintenance Agreements

Purpose

This requirement will ensure that all legally required insurances are identified and are in place, other needed insurances as advised by LTU Insurance Office to protect assets are identified and are in place, and that any needed maintenance contracts or service agreements to ensure required availability and standards of performance of critical utilities and assets are in place

Requirement

- All public liability, professional indemnity, and similar statutory insurances required by the host country must be identified, and the required levels of cover determined commensurate with the size of the project, enrolment numbers etc. The Associate and/or Australian Government offices should be able to assist with these enquiries.

- Any insurances requirements of Australian federal or state governments or agencies, or LTU Insurance Office not already covered by the above enquiries must also be identified.

- Required insurances must be taken out by the appropriate party and policy details recorded in project documentation.

- The need for other insurances to protect assets must be investigated.

- If considered necessary, quotations for policies to cover equipment and assets must be sought.

- If required, insurances must be taken out by the appropriate party and policy details recorded in project documentation.

- Any need for asset maintenance or service agreements must be considered. This will require the nomination of the asset or utility whose performance is considered critical to the project (eg computer equipment network uptime and availability, telephone and communication services availability and reliability, power generation equipment availability and reliability, heating, cooling or ventilation).

- If judged appropriate on the basis of the cost of a contract balanced against the assessed risk it will manage, a recommendation may be made.

- Contract details must be recorded in project documentation.

Outcome

All legally required insurance policies in place with details recorded
Any other risk management insurance policies in place with details recorded
Any other needed maintenance or service contracts in place with details recorded

Resources
University Insurance Office: www.latrobe.edu.au/insurance/

CHECKLIST

4.6 Insurances and Asset Maintenance Agreements

Task or Outcome	Signature	Date
Public Liability and Other Statutory Requirements Identified	________________	________________
Required Insurances Obtained	________________	________________
The Need for Any Other Insurances Identified	________________	________________
Required Insurances Obtained (as necessary)	________________	________________
Insurance Details Filed	________________	________________

4.7 Building Approvals and Licences to Operate

Purpose

This requirement ensures that all required legal approvals in the host country are identified and complied with, and that all required licences, approvals and equivalent certifications are obtained and held on project documentation

Requirement

- Compliance with all required standards must be confirmed by the Associate. Normally the Agreement with the Associate would include a warranty.

- That all building codes, specifications and necessary approvals relevant to the project and the intended use of buildings and spaces have been identified.

- All required formal approvals to operate, certificates of compliance, licences and similar regulatory requirements must be identified and listed.

- Evidence of compliance and proof of approvals relating to the above list must be obtained and located in project documentation. Certificates and licences might be required to be displayed publicly.

- Any conditions or restrictions attached to any of the above must be separately noted in project documentation, together with required re-application dates, expiry dates and similar compliance issues.

- A final inspection must take place prior to occupation of the building and a report of shortcomings and remediation proposed and placed in the project file.

- Critical dates from the above must be incorporated in Section ROUTINE MONITORING, EVALUATION AND COMPLIANCE and/or Section ANNUAL REVIEW, as necessary.

Outcome

A list of all required approvals, licences to operate and similar obligations
Adequate evidence and/or certification of compliance with all these requirements
Management planning and practices to ensure the maintenance of all necessary approvals and licences

CHECKLIST

4.7 Building Approvals and Licences to Operate

Task or Outcome	Signature	Date
Building Codes, Specifications and Necessary Approvals Identified	____________________	____________________
Compliance with Codes, Specifications and Approvals Confirmed	____________________	____________________
Records Filed	____________________	____________________

4.8 Management and Administrative Systems Set-up

Purpose

This requirement ensures that the needs of the project for management systems and practices are fully identified, and that adequate arrangements are then put in place to fully support the work of project staff and the project itself

Requirement

- The needs of the project must be assessed and all record keeping, reporting and compliance needs identified. These could be both in-country as well as internal LTU requirements. They may be internal requirements between LTU and the project Associate(s) or externally required.

- Application processing and admission system arrangements - involving both the Associate(s) and LTU (including IPO) - must be considered, agreed and documented.

- Project codes, expense codes and other project ID must be created or located for use from project outset.

- The structure of all needed databases, financial reports and other management information systems must be confirmed. These may be existing formats, or structures developed for the project.

- The required frequency of reports and their distribution, review and approval procedures must be established.

- The ability of electronic reports and databases to successfully interface with key stakeholders must be verified (in-country partners, in-country agencies and government departments, LTU systems etc).

- The respective roles of hard copy systems and electronic systems must be determined. Which will be the official record? Are hard copies source documents for an electronic file rather than the record?

- Hard copy file structures, location and record keeping practices must be confirmed. LTU record keeping policy, privacy requirements and confidentiality issues must be complied with.

- Adequate computer security, back-up and recovery practices must be established and on-going compliance with these requirements monitored and reported on within project documentation.

- The required level of routine operational management meetings must be established and communicated to relevant staff. These may be in-country or internal to LTU. This will define meeting frequency, attendees and standard agenda items. Any requirement for the preparation of standard reports for consideration at these meetings must also be identified.

Outcome

Clearly defined and successfully established management information systems
Clearly defined report formats, distribution, review and approval protocols which satisfy all internal project and external reporting requirements
Proof that reports and databases can be successfully linked
Adequate record keeping, security, privacy and confidentiality practices which comply with LTU requirements
An adequate level of management meetings to monitor and confirm successful project progress

Resources

Business Systems Development Unit: www.latrobe.edu.au/bsdu/
Director – International Programs Office
Records Services: www.latrobe.edu.au/records/

CHECKLIST

4.8 Management and Administrative Systems Set-up

Task or Outcome	Signature	Date
Project Record Keeping, Reporting and Compliance Needs Identified	________________	________________
Structure of Administrative Systems, Databases and Finance Systems Confirmed	________________	________________
Required Reporting Practices and Frequency Defined	________________	________________
Compliance with LTU Record Keeping Policy Confirmed	________________	________________
Computer Security and Back-up Implemented	________________	________________
Management Meetings Implemented	________________	________________
Meeting Records and Reports Filed	________________	________________

4.9 Marketing Strategy and Materials Design and Approval for Use

Purpose

This requirement ensures that the commercial success of the project is assisted to the best extent possible by competent planning and execution of marketing activities. It also ensures that the University's reputation and legal obligations are protected through the formal review and approval of the intended marketing activities of its Associates and other agencies

Requirement

- A Business Plan will have been developed as part of Stage 2 PROJECT NEGOTIATION.

- A separate and detailed Sales and Marketing Plan must be developed by the Project Manager with the Director, IPO or nominee which sets specific activities, dates and performance targets for all sales and marketing activities. This will also identify who is responsible for conducting the marketing activity, for funding the activity, and what approvals are required by LTU and what authorities are granted by LTU for marketing activities.

- The need for marketing materials must be assessed and a timetable developed to manage their drafting, approval, production and placement such that they are available in sufficient quantities, at the correct time, and in the correct locations for use.

- Adequate monitoring practices must be in place to verify full compliance with project requirements regarding LTU control and approvals of the marketing and promotional materials and activities and the involvement in application processing and admission of project Associates and other non LTU entities.

- Evidence of the monitoring of the above requirements must be recorded in project documentation.

- Provision for non compliance with LTU's approval and authority requirements must be clearly defined and acknowledged by project Associates and other non LTU entities in project documentation. These must address as necessary penalty provisions, recovery practices for materials, retractions or the issue of public statements, compensation arrangements and any related costs, and the liability of project partners or other non LTU entities for expenses related to the above procedures.

- The success of marketing activities in achieving set targets must be assessed as part of routine project management practices.

Outcome

A detailed Sales and Marketing Plan
Clarity and documentation of LTU's approval requirements
Established and agreed procedures to address non compliance with LTU approval and authority requirements
Evidence of the monitoring of satisfactory compliance with LTU requirements
Evidence of the monitoring of marketing success measured against the Sales and Marketing Plan

Resources
Director – International Programs Office
Marketing and Public Affairs: www.latrobe.edu.au/news/

CHECKLIST

4.9 Marketing Strategy and Materials Design and Approval for Use

Task or Outcome	Signature	Date
Sales and Marketing Plan Developed	____________________	____________________
Timetable for Production of Marketing Materials Developed	____________________	____________________
LTU Requirements for Approvals Identified	____________________	____________________
Compliance with LTU Approval Requirements Verified	____________________	____________________

STAGE 5: ROUTINE MONITORING, EVALUATION & COMPLIANCE

This Stage covers the development and introduction of the routine monitoring, evaluation and management of all major functions and activities of the project.

In-country management meetings and Protocols

LTU project management meetings & reporting

Incident reporting

Stakeholder feedback

Student feedback

5.1 In-Country Management Meetings and Protocols

Purpose

This requirement ensures that a suitable level of management review is established by the Project Manager to verify that the project is operating as planned and in accordance with the Business Plan. It will also ensure that operational problems or other circumstances which warrant changes to project management are identified and addressed in a systematic way

Requirement

- The Project Manager will identify a suitable frequency of in-country project review meetings, and select the project staff who will attend these meetings. Quarterly or six monthly meetings are suggested as an appropriate frequency.

- Project Associates and other non LTU entities may be part of the project review team, or they may be required to submit reports for consideration at project review meetings, as is considered most appropriate by the project manager. In the latter instance, separate project review meetings must be scheduled with project Associates, immediately after the internal project review meetings.

- A one-year schedule of meeting dates must be set and locked in to ensure that all meetings are held and that all required staff are able to attend them.

- An agenda must be set which guides meeting structure and ensures that critical issues and performance targets are regularly assessed and evaluated. The agenda must address the prime purposes and objectives of the project, and all critical issues which were identified as part of project risk analysis.

- Written reports might be required of individual staff, project Associates or other individuals or groups associated with the project for consideration at project review meetings. If so the required format and structure of these reports should be prescribed.

- Minutes or meeting notes must be kept of all project review meetings. At a minimum these must record any operational problems and all decisions made which will require implementation. Responsibility for action must be individually assigned.

- Subsequent project review meetings must monitor and review the implementation of action items from previous meetings.

- The project manager must determine where and to whom the minutes or meeting notes are to be distributed, and whether any formal acceptance or approval of such reporting is required.

Outcome

An annual schedule of meeting dates and times
A list of staff who are to attend project review meetings
Reports which are required to be submitted for consideration at project review meetings
Minutes or meeting notes of project meetings with clearly defined action items and the staff responsible for their implementation
Similar records of project review meetings with project partners or other non LTU entities if such meetings are held separately
Records of the acceptance or approval of minutes or meeting notes, as necessary

Resources

Quality at La Trobe: www.latrobe.edu.au/quality/

CHECKLIST

5.1 In-Country Management Meetings and Protocols

Task or Outcome	Signature	Date
Required Frequency of Project Review Meetings Defined	____________________	____________________
Meeting Schedule Developed	____________________	____________________
Records of Project Review Meetings and Related Reports Filed	____________________	____________________

5.2 Internal LTU Project Management Meetings and Reporting

Purpose

This requirement will ensure that project performance against project objectives and all operational incidents and difficulties are internally monitored by the University. This will ensure that any required changes to project management or operation can be identified and implemented

Requirement

- Faculty or other University management staff will identify a suitable frequency of project review meetings, and select the staff who will attend these meetings. Quarterly meetings are suggested as an appropriate frequency.

- A one-year schedule of meeting dates must be set and locked in to ensure that all meetings are held and that all required staff are able to attend them.

- An agenda must be set which guides meeting structure and ensures that critical issues and performance targets are regularly assessed and evaluated. The agenda must address the prime purposes and objectives of the project, and all critical issues which were identified as part of project risk analysis.

- The minutes or meeting notes of the in-country project review meetings will be received and discussed.

- Other written reports might be required of individual staff, project partners or other individuals or groups associated with the project for consideration. If so the required format and structure of these reports should be prescribed.

- Minutes or meeting notes must be kept of all project review meetings. At a minimum these must record any operational problems and all decisions made which will require implementation. Responsibility for action must be individually assigned.

- Subsequent review meetings must monitor and review the implementation of action items from previous meetings.

- Faculty or University management must determine where and to whom the minutes or meeting notes are to be distributed, and whether any formal acceptance or approval of such reporting is required.

Outcome

An annual schedule of meeting dates and times
A list of staff who are to attend project review meetings
Reports which are required to be submitted for consideration at project review meetings
Minutes or meeting notes of project meetings with clearly defined action items and the staff responsible for their implementation
Records of the acceptance or approval of minutes or meeting notes, as necessary.

CHECKLIST

5.2 Internal LTU Project Management Meetings and Reporting

Task or Outcome	Signature	Date
Required Frequency of Project Review Meetings Defined	___________________	___________________
Meeting Schedule Developed	___________________	___________________
Records of Project Review Meetings and Related Reports Filed	___________________	___________________

5.3 Incident Reporting

Purpose

This requirement will ensure that all operational problems or incidents which pose risks to people, project objectives or the reputation of the University are recorded, addressed at the time, and analysed so that policy and procedures can be revised to reduce or eliminate the likelihood of the incident recurring

Requirement

- An incident report system using an incident report form must be introduced to record all operational problems or incidents. A suggested form is attached, but one may be designed for the purpose of the project.

- All staff must be advised of the incident reporting system and the requirement that they record all operational problems or incidents which pose risks to people, project objectives or the reputation of the University. This can include the failure of an Associate or other party to comply with University policy or other requirements.

- The form must record what action was taken at the time to immediately control or address the incident, if any such action was needed, and any reporting to government which was required.

- An analysis must be made of the causes and contributing factors to the incident.

- Any needed changes to policy or procedures must be proposed and recorded on the form, or in related documentation attached or referred to.

- Incident report forms must be submitted to in-country project review meetings.

- Any required changes to project policy, procedures or operations will be recorded in minutes or meeting notes of project review meetings.

Outcome

A record of all operational problems and incidents
A record of any immediate corrective action taken
A record of any revised policy or procedures
Evidence of the monitoring by in-country and University management staff of project performance as captured by the incident reporting system

Resources

Incident Report form: www.latrobe.edu.au/hr/forms/incident_report.pdf

CHECKLIST

5.3 Incident Reporting

Task or Outcome	Signature	Date
Incident Report Form Implemented	______________	______________
Staff Training on Incident Reporting Provided	______________	______________
Incident Report Forms Reviewed at Project Meetings	______________	______________

5.4 Stakeholder Feedback

Purpose

This requirement will ensure that project success is maximised in part by obtaining the early and then ongoing assessment of stakeholder views of project operations and performance

Requirement

- All key stakeholders must be identified by the project manager at the time of project commencement. Stakeholders could typically include project Associates, in-country government authorities or agencies, clients of the products and services of the project, LTU Faculties and Departments, Australian or state government agencies etc. This will require clear details of organisations, their role, individual names, their position and contact details.

- A proposed process for stakeholder consultation must be developed. This must define the purpose of stakeholder feedback, the way in which it is suggested it will be done, the frequency of any meetings or feedback sessions, and any instruments which will be used.

- An initial meeting, or a process of consultation, with stakeholders will consider and confirm the process as developed above.

- The results of stakeholder feedback will be prepared in written format and submitted to project review meetings.

Outcome

A list of key stakeholders
Written reports of stakeholder feedback
Minutes or meeting notes of project review meeting consideration of stakeholder feedback

CHECKLIST

5.4 Stakeholder Feedback

Task or Outcome	Signature	Date
Process for Stakeholder Consultation Developed	________________	________________
Records and Reports of Stakeholder Consultation Filed	________________	________________

5.5 Student Feedback

Purpose

This requirement will ensure that the success of the project in meeting the needs of students is routinely monitored and fed back to project review meetings

Requirement

- A proposed process for student feedback must be developed. This must define the purpose of student feedback, the way in which it is suggested it will be done, the frequency of any meetings, focus groups, surveys or feedback sessions, and any instruments which will be used. Existing University practices will provide a model which can be adapted as necessary to suit the particular nature of the project, the country and the students.

- A meeting of project staff will confirm the suitability of the proposed methodology and issues of implementation.

- The results of student feedback will be analysed and prepared in written format and submitted to project review meetings.

- Any needed changes to project policy or procedures developed in response to student feedback will be developed at project review meetings, or will be submitted to project review meetings for consideration. Opportunities for continuous quality improvement must also be assessed.

Outcome

A clearly developed methodology for obtaining student feedback
Written reports of the assessment and analysis feedback
Minutes or meeting notes of the consideration and assessment of student feedback at project review meetings, and of any revised policy or procedures developed in response to student feedback

Resources

Academic Orientation (Students):
www.latrobe.edu.au/acadserv/policies/academicorientation.pdf
Code of Conduct (students): www.latrobe.edu.au/acadserv/policies/codeofconduct.pdf

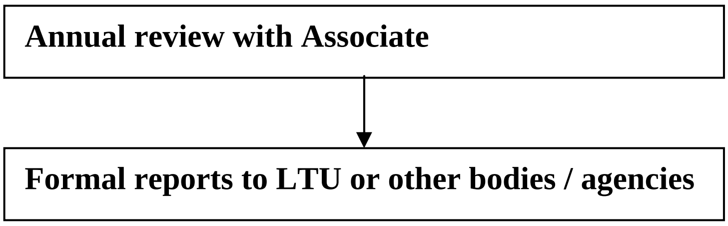
CHECKLIST

5.5 Student Feedback

Task or Outcome	Signature	Date
Process for Student Feedback Developed	____________________	____________________
Records and Reports of Student Feedback Filed	____________________	____________________

STAGE 6: ANNUAL REVIEW

This stage covers an annual formal review process of project progress with project Associates, and the submission of reports to LTU and government agencies as required.



6.1 Formal Review with Associate(s)

Purpose

This requirement will ensure that project success is aided by the use of a formal annual review of project progress and achievements, as measured against project goals and the Business Plan.

Requirement

- The requirement for annual reviews of project performance with project Associates must be established in project documentation and contracts.

- The date of such reviews must be set, and the composition of the review meeting confirmed to all parties. Where an Academic Advisory Committee or equivalent exists, both meetings should be scheduled such that staff can attend both, as necessary.

- An agenda must be developed which will be followed at review meetings. This will include at a minimum a review of any incident report forms, matters arising from project review meetings, performance against any Key Performance Indicators and an assessment of project performance against any other relevant items in the Business Plan.

- Written reports might be requested for preparation and distribution prior to the annual review meeting.

- The result of the annual review meeting must be prepared in written format and submitted to Faculty or University management, as required.

Outcome

Scheduled dates for annual review meetings with project Associates
A list of participants at annual review meetings
A standard agenda for use at annual review meetings
Written reports prepared for consideration at annual review meetings
Clear agreement regarding any need to seek variation, renewal or termination of Agreement(s)
Minutes of annual review meetings

Resources

Quality at La Trobe: www.latrobe.edu.au/quality/

CHECKLIST

6.1 Formal Review with Associate(s)

Task or Outcome	Signature	Date
Annual Review Meetings Scheduled	______________________	______________________
Records and Reports of Annual Reviews Filed	______________________	______________________

6.2 Formal Reports to LTU and Other Bodies or Agencies

Purpose

This requirement will ensure that all required internal University and external reporting and compliance requirements are fully identified and complied with

Requirement

- The project manager will ensure that all reporting and compliance requirements are set out in project documentation and are clearly assigned to the relevant project staff
- The required format of all formal reports must be clearly established, and the required dates of submission
- Reports will be submitted as required and copies held on project files
- The acceptance or approval of a report, or the confirmation of compliance with reporting or licensing requirements, will be recorded in project files

Outcome

Compliance with all identified reporting and compliance requirements
Copies of reports and submissions
Evidence of acceptance or compliance

CHECKLIST

6.2 Formal Reports to LTU and Other Bodies or Agencies

Task or Outcome	Signature	Date
Reporting and Compliance Requirements Identified	___________________	___________________
Reports Filed	___________________	___________________

STAGE 7: CONTRACT REVIEW/RENEWAL

This stage covers the contract review process, lessons learned and contract renewal. It should be read in conjunction with Stages 2 and 3, Project Negotiation and Project Contracting.

Purpose

This requirement will ensure that a process to identify lessons learned takes place, and that any opportunities for contract review and improvement are noted and exploited.

Requirement

- Contract expiry dates or renewal dates must be noted by the project manager and confirmed to project review meetings.
- Planning must be made for the contract review process in sufficient time for any required reports to be prepared and distributed.
- The minutes or meeting notes of project review meetings must be reviewed for the purpose of identifying project difficulties, opportunities for improvement and lessons learned.
- Project staff might also be required to propose desired contract changes for consideration in contract review and renewal negotiations.
- Discussion of project performance and any desired changes to project contract, schedules or service level agreements should identify all required changes, additions or deletion to project contract documentation.
- Negotiation with project Associates might be commenced with a view to determining what desired changes to contract documentation could be acceptable, or the conditions or circumstances in which they might be acceptable.
- Progress reports on any such negotiations should be made and submitted to management as necessary and records or notes for file made of discussions.
- LTU Legal Services must be fully briefed of all contract review discussions and negotiations.
- No agreement to any contract changes should be indicated without the prior agreement of LTU Legal Services.

Outcome

A structure and timetable for contract review and renewal
Written reports for consideration as part of the contract review process
Clearly defined objectives to be achieved in any revised or renewed contracts
Records of discussions and negotiations
Legal Services approval prior to the making of any commitments or undertakings

CHECKLIST

7. Contract Review/Renewal

Task or Outcome	Signature	Date
Contract Expiry Date Verified	____________________	____________________
Meeting to Access Possible Contract Changes Scheduled	____________________	____________________
Negotiation with Associate(s) held (as necessary)	____________________	____________________
Consultation with Legal Services	____________________	____________________
Approval of Contract Changes by Legal Services	____________________	____________________
Records and Reports Filed	____________________	____________________

LA TROBE UNIVERSITY

EXTERNAL PROGRAMS BUSINESS PLAN TEMPLATE

A lot of the work required to complete a Business Plan for a particular project will have already been done in the process of implementing the various requirements of this Manual. The purpose of the preparation of a Business Plan is to draw together this work, key decisions made and agreements reached into a comprehensive document that will guide the implementation of the project and enable an objective assessment of outcomes against expectations.

BUSINESS PLAN

COVER SHEET

PROJECT TITLE:	**LTU Reference Number:**
LTU PROJECT MANAGER:	
PROJECT ASSOCIATE(S):	
PROGRAM(S) / COURSE(S) TO BE OFFERED:	
LTU SCHOOLS / DEPARTMENTS INVOLVED:	
DELIVERY RESPONSIBILITIES AND MODE:	
COUNTRY/CITIES INVOLVED:	
EXPECTED COMMENCEMENT DATE:	

Note: The first sections of the Business Plan involve narrative that sets out the project and the plan for its implementation, monitoring and review against objectives and targets. The headings for each section are mandatory – within each section there are requirements of the topics to be covered and the issues to be addressed.

1. PROJECT OVERVIEW

Provide a concise summary of the project that sets out:

- *The programs that will be developed and offered;*
- *The countries and cities in which they will be offered;*
- *The types of students that will be targeted;*
- *How these students will be recruited, and in what numbers;*
- *The LTU Schools involved;*
- *The name and brief details of any Associates involved in the project; and*
- *The expected financial outcomes for La Trobe University.*

2. THE OPPORTUNITY

Provide an overview of the opportunity that this project is designed to exploit. Why do potential students in the countries and cities targeted need the LTU programs that will be offered? Why can't they gain the required knowledge and skills from other sources? (Note that this section requires a concise overview of key points – more detailed market information is included in later sections of the Business Plan).

Specific questions to address are:

- *Is there significant unmet demand for the programs to be offered? Quantify the level of unmet demand and indicate the basis of this estimate.*

- *What are the limitations of the current options available to potential students in the target markets (e.g. quality of program, facilities or teaching staff, relevance of curriculum, accessibility/mode, value for money, rising cost of offshore study, security concerns).*

- *Do the Education Ministries in the target countries/cities support LTU entering the market as a new provider, why, and what are their expectations?*

3. STRATEGIC ALIGNMENT

Set out the objectives of this project and describe how it aligns with and will advance the achievement of the LTU Strategy Plan.

(Cross reference to specific objectives and strategies within the Strategy Plan)

4. THE MARKET

Provide an outline of the market(s) to be targeted by this project, and data and information to indicate the size and scope of these markets. This section will draw on the work completed at Step 1.3 in Stage 1: Project Inception.

Target Markets

Describe the groups of people that will be targeted for the proposed programs (e.g. high-school graduates, corporate or government workers or executives).

Demographics

Provide population and population trends for the target countries/cities – for at least the next 5 years - segmented to the extent required to highlight the opportunities in the target sectors. This might include current data and projections for:

- *High School graduates.*
- *Graduates from colleges and universities within the target region.*
- *Mature-age students.*
- *Participants in management and executive development programs.*

Economic and Social

Summarise economic and social development trends, with a focus on those trends that provide the opportunity that this project is designed to exploit.

Summarise employment and growth projections by industry sector.

Provide commentary on the development of higher education provision in the target city, country or region.

Provide data on the number of students who leave the target market to undertake undergraduate or postgraduate studies elsewhere – whether they are privately or publicly sponsored or provided corporate scholarships.

Competitor Analysis

List the institutions that offer similar programs to the proposed LTU programs in the target markets.

Describe the programs that they offer that are seen as potentially competing for the same students that the LTU programs would target – include information about program structure, study modes, timetabling, study and articulation pathways and exit points (e.g. Certificates, Diplomas, Degrees).

Specifically, identify those competing programs where an Australian, U.S., U.K. or Canadian or other western university award can be obtained by study in-situ.

For each competing program, list the latest available enrolment numbers, the tuition fees and charges, and comment on enrolment trends.

Comment on the perceived price sensitivity and the capacity to pay within the prospective market. This must include information on any government constraints on pricing and fees.

Provide a qualitative analysis of competitor programs. How are they viewed in the market and by the relevant government ministry? What is the basis of this analysis?

Provide a gap analysis – i.e. the gap between available undergraduate (and postgraduate) options and places within the target market and the demand for places.

Competitive Advantage

Provide an analysis of why the proposed LTU programs will be competitive against competitor programs. What are the key points of difference that will give the LTU programs a competitive advantage?

Describe why and how market share can be taken from competitors.

5. APPROVALS AND LICENSES

Set out the approvals, registrations and licenses that will be required for the project and its programs, who will apply for them (LTU or Associate), the process, timing and cost of applications and approvals.

6. PROGRAMS AND RESOURCES

Set out the key components of the programs that will be offered and the ways in which they will be delivered. A program will usually be an award course or an articulated set of award courses, possibly with some preparatory courses at the beginning.

Specifically, list each program and for each describe:

- *Course outline – including any customisation of standard LTU courses.*
- *The Intellectual Property arrangements that apply.*
- *Course mode – face-to-face, on-line, distance or a combination.*
- *Language of instruction.*
- *Assessment mode.*
- *The tuition and other fees to be charged to students.*
- *The minimum cohorts for each course.*
- *Key teaching staff – whether LTU staff or staff to be recruited.*
- *Location and description of teaching facilities.*
- *The teaching materials and equipment to be provided.*
- *Laboratory and library facilities to be provided.*
- *Computing and I.T. facilities to be provided.*
- *The student support services and facilities to be provided.*

Clearly describe the role and responsibilities of LTU and the role and responsibilities of the Associate(s).

7. MARKET DEVELOPMENT

Branding

Describe how the project and its programs will be branded – using either the LTU brand, the Associate(s) brand or a combination of both. Indicate what approvals have been received for use of the LTU brand. Also indicate how it is proposed to control the use of the LTU brand by the Associate.

Fees

Set out the fees and charges that apply to each program being offered.

Recruitment

How will prospective students be targeted and recruited? Describe each key aspect of the marketing and student recruitment plan, including marketing materials, advertising and promotional activities and direct marketing activities.

Associates and Agents

Describe the role of Associates and Agents in market development and student recruitment.

8. RISK MANAGEMENT

Drawing on the work completed at Step 1.4 in Stage 1: Project Inception, set out the plan for the management of the identified risks. Specifically, show how the following risks will be monitored and managed:

- *Country risk (if applicable)*
- *Reputation risk (i.e. La Trobe University's reputation)*
- *Commercial risk*

Set out the insurance cover that applies to this project, either current LTU insurance cover or insurance specifically obtained for the project by LTU or the Associate(s).

9. PROJECT MANAGEMENT

Timetable and Milestones

Set out a timetable for the implementation of the project, indicating key milestones.

Include details of key mobilisation tasks, what needs to be done, how and by when, and who is responsible to complete each task. This will include staff mobilization plans and timing.

Project Managers

Set out the names and roles of LTU staff and staff of the Associate(s) who will have key project management responsibilities.

Compliance

Describe the legal, regulatory and taxation requirements that apply to the project and the how these will be met – without exposing LTU to the risk of non-compliance with the laws of the country in which the project is being delivered.

In a number of countries there will be specific standards for teaching facilities. Describe how it is intended to monitor and ensure ongoing compliance with these standards.

Record-keeping

Describe the record-keeping systems and personnel that will be put in place, for academic and administration and finance purposes. Clearly specify which systems and personnel will be the responsibility of LTU and which will be the responsibility of the Associate(s).

Ongoing Monitoring and Review

Describe the arrangements for ongoing monitoring, review and quality assurance of the project, including in-country project review meetings and regular quality assurance reviews.

10. BUDGET

Prepare a detailed budget, using the format on the next page.

Indicate the currency of the contract and prepare the budget both in that currency and in Australian Dollars (note: most contracts are in Australian Dollars).

Indicate: *the* ***university charges*** *that will apply to the project (central, Faculty, School and Department charges, where applicable);*

*the number of students required and the projected timing for achieving "**breakeven**" (i.e. net income from fees and charges = annual operating costs); and*

the projected time by which LTU's ***full investment*** *(including set-up costs) will be* ***recovered****.*

BUDGET

PROJECTED REVENUE	*(Note: all figures in $A)*		
	Year 1	**Year 2**	**Year 3**
Student intake Y1			
Student intake Y2			
Student intake Y3			
Total Students			
Tuition fee p.a. ($A)			
Other charges p.a. ($A)			
TOTAL INCOME			

COSTS			
Set-up Costs			
Due diligence costs			
Legal costs			
Travel & related costs			
Project launch costs			
Curriculum development			
Teaching materials			
Translation costs			
Other set-up costs			
Total Set-up Costs			

Operating Costs				
Associate's fees/commission				
License/registration fees				
LTU charge/levy				
Faculty charge/levy				
LTU Lecturers	*No.*			
LTU Tutors	*No.*			
LTU staff backfill costs				
Local Lecturers	*No.*			
Local Tutors	*No.*			
Travel & related costs				
Teaching materials & texts				
Equipment/facilities costs				
Assessment/examination costs				
Project management costs				
Accounting and audit costs				
Administration/QA costs				
Other operating costs				
Total Operating Costs				
TOTAL COSTS				

PROFIT or (LOSS)			